

Pre-Proposal Conference Minutes

June 4, 2014

2:00 P.M.

Development of Medicaid Integrated Delivery Network for Dually-Eligible Individuals in Maryland DHMH-OPASS-15-14550

1. Opening Remarks and Introductions: Queen Davis

- *DHMH*: Queen Davis, Sabrina Lewis, Tricia Roddy, Alyssa Brown, Laura Goodman, Larrie Bennett, Sandy Kick
- *Glenridge Healthcare Solutions*: Nancy Fisher
- *Health Management Associates*: Theresa LaPera, Tim Beger
- *Mid-Atlantic Health Care*: Michael Jacobs
- *The Lewin Group*: Emma Chater, Denesia Parris
- *Johns Hopkins*: Nicki McCann
- *Sellers Dorsey*: Pam Coleman
- *The Menges Group*: Poornima Singh
- *Discern Health*: Guy D'Andrea, Pranali Trivedi, Pat Terwedo
- *Mercer*: Tony Asciutto
- *Manatt*: Ariel Levin
- *Harbage Consulting*: Jennifer Ryan
- *Myers and Stauffer*: Mark Korpela
- *EBG Advisors*: Bob Atlas
- *Maryland Physicians Care*: Linda Dietsch
- *Navigant*: Randy Whiteman

2. Overview of Procurement Process: Queen Davis

- Carefully review Section 1 – General Information.
- According to Section 2 (Offeror Minimum Qualifications), the Offeror shall have two years of experience within the last five years in innovative health care delivery and financing models. As proof of meeting this requirement, the Offerors shall submit at least two references who can attest to this experience with the information required in Section 4.4.2.9.
- The RFP and all subsequent documentation regarding this solicitation will be posted on eMarylandMarketplace (www.eMaryland.buyspeed.com/bsa) and the DHMH website (www.dhmh.maryland.gov/opass/SitePages/Home.aspx) websites. Please remember to receive a contract award, a vendor must be registered on eMM. Registration is free. Review Subsection 1.8 for details.
- Carefully review Subsection 1.9 – Questions regarding how to submit questions subsequent to this Pre-proposal Conference.
 - Questions to the Procurement Officer, Michael Howard, shall be submitted via http://dhmh.solicitationquestions@maryland.gov.

- Questions should be submitted no later than five (5) days prior to the proposal due date.
- The Procurement Officer, based on the availability of time to research and communicate an answer, shall decide whether an answer can be given before the proposal due date.
- The period of performance and start date for this solicitation will be revised; vendors will be alerted to the update when the amendment to this RFP is released (expected imminently)
- Section 3 – Scope of Work: Carefully review this section to get a full understanding of the requirements of this Request for Proposal.
- The Procurement Method used for this solicitation is Competitive Sealed Proposal.
- Offerors are required to submit their responses to the RFP in two parts. Section 4 – PROPOSAL FORMAT clearly lists all submission requirements.
 - Your proposals shall be submitted in separate volumes:
 - Volume I – Technical Proposal (separately sealed)
 - Volume II – Financial Proposal (separately sealed)
 - Section 4.4 - Volume I/Technical Proposal
 - Volume I – Technical Proposal lists all of the documents and information required with your Technical Proposal. Give special attention to Subsection 4.4.2 (Additional Required Technical Submissions).
 - The following number of Technical Proposals are required: 1 unbound original; 4 unbound copies; 1 electronic version (CD) in Microsoft Word Format; and a second electronic version in searchable pdf format (CD) for Public Information Act (PIA) requests. This copy shall be redacted so that confidential and/or proprietary information has been removed.
 - Within 5 days of being notified of its recommendation for award, the offeror must complete and submit Contract Affidavit set forth in Attachment C.
 - If there is a question of who your Resident Agent is, please call the State's Corporate Charter Division at (410) 767-1330. The office is located at 301 W. Preston Street.
 - Please note that the contract shall not become effective until the Contract Affidavit is signed and returned after official notification.
 - To simplify the submission, Subsection 4.4.3 – Offeror Technical Response to RFP Requirement - shows where documents and information should be placed in the Technical Proposal.
 - Section 4.5 - Volume II – Financial Proposal
 - Carefully review this section regarding the number of copies (1 original unbound, 4 unbound hard copies, and 1 electronic version (CD) in MS Word of the Financial Proposal.
 - The Financial Proposal Instructions and the Financial Proposal Form is found in Attachment F.

- Section 5 – Evaluation Criteria and Selection Procedure are outlined starting with Subsection 5.1. Your proposals will be evaluated by a committee organized for that purpose and will be based on the criteria set forth in the RFP.
 - The Technical Criteria, listed in descending order of importance, can be found in Subsection 5.2. (page 41) with the Financial Criteria listed in Subsection 5.3 (page 41)
 - The Selection Procedure is highlighted in Subsection 5.5 (page 41). As noted, the contract will be awarded to the responsible Offeror that submitted the proposal determined to be the most advantageous to the State considering technical evaluation factors and price factors as set forth in the RFP.
- Other than composing your technical and financial proposals, the most important matter is to get your proposals to us by the date, time, and location listed. Your proposals are due no later than **Thursday, June 18, 2015 @ 2 pm**. The address for receipt of proposals is listed on the Key Information Summary Sheet (page 3) No proposals will be accepted after the deadline date and time.
- Please address your proposal packets to the same address listed. Accepted delivery methods include:
 - USPS;
 - Hand-delivery by offerer (ask for receipt); or
 - By commercial carrier (ask for receipt)

3. Background, Purpose and Scope of Work: Tricia Roddy

- a. Maryland selected for SIM design award January 2015
 - i. One of the changes we will make will be the timeframe—we have spent additional time negotiating with CMMI on the scope for the design monies
 - ii. HSCRC sets all-payer rates in Maryland; received SIM to maintain hospital rates every year to a certain level per capita, with the eventual goal to change to total cost per capita
 - iii. The contractor is expected to integrate RFP work with larger work being done by HSCRC
 - iv. The next phase of the waiver will look at total dollars (not just payment reform but delivery system reform)—reference to stakeholder workgroup materials on the HSCRC, including 1) Care Coordination and creating tools to share across the state; and 2) Physician Alignment, to develop a model for all payers (the overall Integrated Delivery Network)
 - v. Envision the contractor will work closely with HSCRC and its contractors
- b. For Medicaid, the model could be similar to an accountable care organization (ACO) focusing on dual population; the State is open to ways to streamline the program, so it might not be a true ACO; could involve waiving certain ACO requirements
- c. The Medicaid portion will require some specific work, rules around provider enrollment, member attribution, quality strategy for duals, geographic attribution, governance (there might be a larger governance structure for all-payer IDN, but Medicaid might need its own)

- d. Expectation at the end of the day is design for dual ACO that will be integrated into larger strategy, and if we needed any waivers, to produce applications to submit to CMS (CMMI might not have authority to grant, e.g. if we need 1115 waiver)
- e. SIM requires a large stakeholder process—the contractor will be expected to help with meetings
- f. Changes to the RFP
 - i. We will likely take out shared savings component—CMMI has said we need to focus on all-payer shared savings strategy—this will be led by HSCRC and will likely entail a separate RFP
 - ii. Dates will likely be readjusted; shared savings component removed; everything else stays intact
 - iii. The State expects to release an amendment to the RFP by June 12, 2015, including an updated submission timeline

4. Question and Answer Session: Tricia Roddy

a. *Are any grant monies associated with this project?*

Yes, the entire SIM project is grant-funded (a total of \$2.5 million)

b. *For the stakeholder plan, could you clarify timing and roles and responsibilities of the State vs. the contractor?*

The contractor will be expected to have expertise in this process—leading meetings, identifying types of meetings, types of stakeholders, etc.

c. *This is a fixed-price contract. It is unclear how this will function, as stakeholder events are labor-intensive. How many events to you expect to have, and how far geographically? Also, what is the role of the contractor in facilitating the meetings—do they lay the table and simply attend, or do they actually facilitate with senior staff member?*

The State does not yet know the exact number of meetings—ideally monthly. There will be key components we expect contractor to facilitate, but not to facilitate the whole meeting. The State will try to keep the meetings central, and the State will figure out how to involve the rest of the State (webinar, etc.).

Does this mean that the contractor could participate via teleconference?

No, it would be difficult to facilitate a meeting from off-site. The teleconference would be available for stakeholder participants from more distant parts of Maryland

d. *Shared savings will be removed from the scope of work (SOW). Will payment model design be removed as well (such as bundled payments, global capitation for an ACO, etc.)?*

Shared savings is different from how you pay an ACO for services provided—just the distribution of savings would be removed from the SOW.

- e. Are potential participating providers eligible to bid, such as hospital systems or physician groups?**

No.

- f. Concerning the timeline for deliverable submission (specifically, final design report submission and revision, followed by drafting of applicable CMS waiver applications), is there flexibility?**

Yes. Our goal is to move this along as fast as possible, as HSCRC will be starting negotiations on the terms and conditions for the next phase of the waiver.

So it would be okay to propose these for earlier?

Yes.

- g. Is the Medicaid IDN anticipated to include long-term services and supports (LTSS) providers and others?**

Yes. One of the reasons we think this work is necessary is that there are key providers and populations in the Medicaid program that need to be address. The contractor will help the State to think through how to integrate nursing homes, behavior health providers, etc.

- h. There are duals of all ages. Will there be any particular focus or need for networks for different demographics of duals?**

The Medicaid IDN will include all duals. Almost all of Medicaid Maryland is enrolled in managed care. Duals are one of the few carved-out populations, totaling 70,000-80,000 statewide. They are high-cost, but there are not a lot of them. Whatever quality strategy is developed will need to target all of them.

- i. Could you provide some more guidance on key personnel (top of page 28)?**

We want the senior person whose bio is presented in the proposal to be present and involved throughout the project.

Will the State provide a crosswalk template for commonly-used industry job titles?

The Department does not maintain a job title list. Unless otherwise required in the solicitation document, the offeror is expected to propose staff and title of proposed staff.

Audience: PwC has such a resources on its website.

- j. The RFP states that the senior staff member must have five years working on public sector projects. Does this mean that the individual should have been publically-employed?**

No. It means the individual must have at least five years working with public sector programs, not that the individual needs to have been employed by Medicare or a Medicaid programs.

- k. Do we need to provide statements of criminal background checks with the proposal, or does that happen after award?***

This happens post-award.

- l. In Attachment F (Financial Proposal Form), are the hourly rates expected to tie directly to the deliverables?***

No. Our sponsor requires us to submit hourly rates for any contractors, but they are not intended to be linked with/weighted to the deliverables.

- m. With the anticipated changes to the SOW, some guidance would be helpful.***

We are anticipating that the due date will be extended by at least two weeks. We will send the minutes from this meeting out by June 12, along with clarifications and any necessary amendments to the RFP.

- n. Do you have any sense of when an award will be made?***

The original date is listed as August 1, 2015. That would be aggressive.

- o. What is the difference between commencement and Go-Live dates?***

In the case of contract resulting from this solicitation, Commencement is the start date of the period of performance; Go-Live is when first deliverables are expected. Please see Section 1, 1.2 Abbreviations and Definitions.

Please see attached sign-in sheet for list of attendees. Additional questions and answers not listed will be answered and posted as soon as possible.